

Informing change

Annual Report 2019-2020









Canadian Centre
on Substance Use
and Addiction

Evidence. Engagement. Impact.

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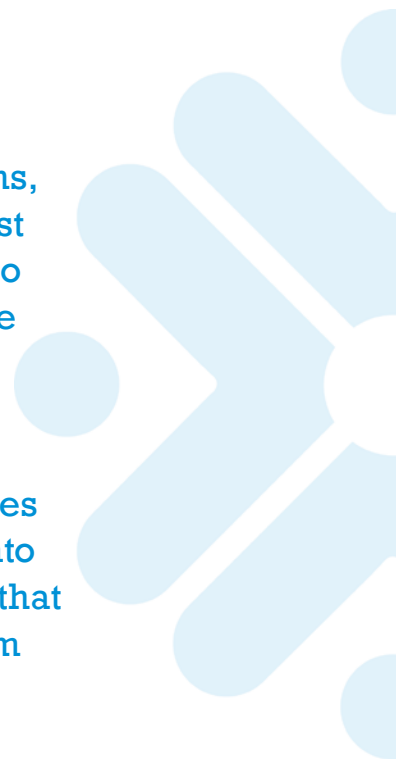
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CCSA exists to give Canadian organizations, policy makers and the public the best, most reliable information about substance use so they can make better decisions and reduce the harms of stigma.

We do that by pulling in the broadest possible range of perspectives, experiences and evidence, synthesizing those inputs into original content, and pushing out insights that can be applied across the country to inform meaningful, positive change.

This report highlights ways we worked to inform change in 2019–2020 — and the impact of those efforts.





CEO's message

It's always been clear that substance use is a complex issue no single organization can address on its own. So how do you get everyone working together when "everyone" includes people with lived and living experience, researchers, policy makers, healthcare providers, law enforcement agencies, Indigenous communities, youth, LGBTQ+ people and more? As we affirmed once again in 2019–2020, the most important thing to do is listen — and specifically, listen *to understand*.

We spent a lot of time last year listening to our partners, stakeholders and Canadians from coast to coast to coast as part of our effort to inform change on substance use issues. We created new opportunities to do so: providing financing support so more people with lived and living experience could participate in our Issues of Substance conference; creating the LLEAFF (Lived and Living Experience and Family and Friends) advisory groups; and launching a call for grant applications with Canadian Institutes of Health Research to obtain new research insights into cannabis use and policy.

We converted all that understanding into action, creating evidence-based resources and tools to meet Canadians' needs. Those included information products about newly legalized forms of cannabis; interactive tools to help youth make informed decisions about alcohol and other substances; and guidance to help our staff and partners incorporate sex- and gender-based analysis in their work.

When the COVID-19 crisis hit in the last week of our fiscal year, we used our approach of gathering perspectives and disseminating tools to rapidly compile resources for stakeholders and the Canadian public. I want to acknowledge our team for making these resources available while simultaneously shifting from our routine face-to-face way of working to 100% remote operations. I thank each and every member of the CCSA staff for their hard work, dedication and adaptability.

Last year, we undertook an update of our five-year strategic plan. There, too, we applied our consultative listening approach — confirming with stakeholders what they expect from us to meet the needs of Canadians who use drugs and those with substance use disorders. As we move toward implementing the new plan in 2020–2021, I can promise that listening to understand as many perspectives as possible will continue to be one of our top strategies to inform our priorities for action. Together we will continue to inform change.

A handwritten signature in black ink, reading "Rita Notarandrea". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Rita Notarandrea



Chair's message

CCSA works to ensure national policies, personal choices, treatments, services and supports to address substance use harms in Canada are informed by real evidence. To achieve that, we take a unique approach: bringing together multiple viewpoints and translating them into insights that can be shared and applied widely.

2019–2020 was a forward-looking year for the Board. We focused on defining CCSA's strategic plan for the next five years. That exercise was a great example of how CCSA is able to prioritize multiple perspectives. The organization didn't simply validate its own strategic ideas with stakeholders: it reached out to them first and asked what their priorities were and how they wanted to see CCSA move forward for the next five years to better meet their needs. I thank the entire stakeholder community for their trust in CCSA and for their invaluable input.

In the coming year, the Board will oversee the translation of that plan into action. We will provide guidance on the implementation of that plan, in line with the expectations of Health Canada and the needs of CCSA's provincial and territorial partners. I look forward to seeing the plan unveiled and rolled out to further advance how Canada handles the complexities of substance use.

I'm proud to lead a Board of Directors that mirrors CCSA's broad outreach in its composition. Our directors come from a range of backgrounds and from nearly every part of Canada. They are practitioners, policy makers, community leaders, and people with lived and living experience of substance use. I believe this breadth of experience contributes to our strength as a Board and positions us well to guide and support CCSA's important work. I want to acknowledge my appreciation for every member of the Board and for the entire CCSA staff for their tireless commitment and especially for rising to the unprecedented challenges that came with the COVID-19 crisis that arose at the very end of the fiscal year.

Finally, I would be remiss not to thank Health Canada and the Government of Canada for their funding and support of CCSA and its vitally important mission for all Canadians.

A handwritten signature in black ink, reading "Vaughan Dowie". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Vaughan Dowie

Issues of Substance 2019

Including more perspectives

CCSA's [Issues of Substance conference](#) is one of the biggest addiction-focused events in Canada. Every two years, it provides the opportunity for Canadian substance use stakeholders to share experiences and bring new evidence to light. The 2019 edition set out to be the most representative and inclusive Issues of Substance on record. Its agenda was designed by a diverse, pan-Canadian planning committee and we offered dedicated funding for people with lived or living experience to attend. Thanks to that funding, we were able to subsidize the attendance of 18 people with lived and living experience, who participated in workshops and presentations. An additional 40 individuals attended the conference and identified themselves with lived or living experience. The reputation of Issues of Substance as a unique opportunity to exchange and gain knowledge helped draw the highest attendance in a decade.

Informing policy and practice

Across two and a half days of programming, Issues of Substance 2019 included eight concurrent sessions and three keynote presentations. Testament to its significance as a platform for sharing evidence on substance use, last year's conference attracted the most submissions in the history of Issues of Substance and included a wide variety of oral presentations, posters and interactive learning workshops. Nearly 75% of participants said they learned new skills during the conference.

What our stakeholders say

I'm here to find out what resources are available in the community, gathering information.... I've talked to a couple of RCMP and OPP members about being able to collaborate and help educate their officers and programs in terms of what addiction looks like from my side of the table.

Peter (in recovery), Issues of Substance 2019 attendee

A banner year for CCSA's Issues of Substance

1st ever
Issues of Substance
mobile app

downloaded by

72% of attendees

to make the conference
experience easier and
more convenient

90%

of Issues of Substance
participants were

**satisfied or
very satisfied**

with the sessions they
attended

1st ever
poster awards
for students

**Winners in
both categories**
(research and policy)

1st ever
half-day session
on substance use and
mental health,

co-hosted and co-designed
with the

**Mental Health
Commission of Canada**

Cannabis

A large, stylized green leaf graphic is positioned on the left side of the page, partially overlapping the main title and the first section header. It consists of several rounded, overlapping shapes in various shades of green, creating a modern, organic feel.

Seeking fresh knowledge through research

Non-medical cannabis had been legal in Canada for nearly a year and a half by the end of March 2020. To determine the effectiveness of public policies on cannabis and identify best practices for the future, CCSA and the Canadian Institutes of Health Research (CIHR) launched the Partnerships for Cannabis Policy Evaluation grants. Grant recipients will be announced in 2020–2021. Their work will shed light on both the public health and public safety aspects of cannabis policy. We also funded five Catalyst grants to advance research on the health impacts of cannabis use.

Informing the next phase of legalization

Canada's second phase of non-medical cannabis legalization and regulation took effect in October 2019. It covered products such as oils, edible cannabis, cannabis extracts and topical cannabis products. We produced an [interactive map](#) of the various cannabis regulations in place across the country to provide a comprehensive national picture of cannabis policies to date. During the 2019–2020 fiscal year the map was accessed 2,367 times by policy makers, researchers and other stakeholders. We also supported Health Canada by producing educational resources and disseminating information Canadians needed to make healthy choices about cannabis products during the lead up to the second phase of legalization and beyond.

What our stakeholders say

CCSA's resources on cannabis are strong, and it has demonstrated real leadership on this issue.

2019 Stakeholder Engagement Survey Report

Driving the national conversation

Partnering
with CIHR:

\$625,000

in

Catalyst grants
on cannabis

and

more than
\$2.5 MILLION

for Cannabis Policy
Evaluation projects

43 new
public education
resources:

- 10 infographics
- 5 interactive online tools
- 6 guides

2,367
clicks

on the

interactive
cannabis
regulations map

during the 2019–2020
fiscal year

Stigma and gender



Drawing on insights from lived experience

Stigma and gender bias can be powerful obstacles to informed change. To address both, last year we sought the advice of leading experts including a Harvard University anti-stigma specialist and our three new LLEAFF (Lived and Living Experience and Family and Friends) advisory groups. These efforts helped us look at stigma through various lenses, including lived and living experience, and develop evidence-based strategies to address it. We also brought in experts from the Centre of Excellence for Women's Health to increase overall awareness and understanding and to teach our staff how to use sex- and gender-based analysis (SGBA) in our work, which we incorporated into the abstract submission guidelines for Issues of Substance 2019.

Informing change through language

For National Addictions Awareness Week 2019, we continued to promote the hashtag #StigmaEndsWithMe and invited all Canadians to help reduce the stigma around substance use by filling out our online pledge form, taking a selfie and sharing it online. We supported campus anti-stigma movements in 2019–2020 at Memorial University, Carleton University, the University of Saskatchewan and other institutions. We also published [*Overcoming Stigma Through Language: A Primer*](#) in partnership with the Community Addictions Peer Support Association to help Canadians learn how to avoid stigmatizing language when talking about substance use or people who use substances.

What our stakeholders say

Stigma can be a huge barrier to recovery. [When we asked people] about what took them so long to go for treatment, why did they not go for treatment... always sort of very high on the list is stigma. People will often not use the word stigma and they will say, "Well, I was just too ashamed," and "I was just too embarrassed."

Issues of Substance 2019 attendee

Stigma ends with all of us

612 participants

attended

8 CCSA anti-stigma
workshops

in

8 cities

125,600

potential followers

reached via

Twitter

with the
invitation to take the

**#stigmaendswithme
pledge**

1,986

downloads

of

**Overcoming Stigma
Through Language:
A Primer**

since its launch in
November 2019

We delivered over

20
presentations

that included

**sex- and
gender-based
analysis (SGBA)**

Youth



Engaging young people in their own treatment

Youth opioid use continues to be a significant issue across Canada. CCSA's Improving Treatment Together project works closely with Alberta Health Services and Foundry BC, along with youth and their families, to co-design resources, tools and treatment solutions that meet the needs of young people with opioid use disorders. At the same time, we are continuing our youth perception work to better understand how Canadian youth view substance use issues and to explore how best to support them.

Informing safer choices with tailored resources

Connecting with youth on their terms is a key way to support them in making healthier choices when using cannabis and alcohol. With input from youth focus groups, we developed and launched the interactive [High Way Home?](#) website to increase youth awareness of the risks of drug-impaired driving, while [Knowing Your Limits with Alcohol: A Practical Guide to Assessing Your Drinking](#) brought a deliberate youth slant to the topic of alcohol. Last year we also produced [a quiz](#) based on the [Low-Risk Alcohol Drinking Guidelines](#) to help youth and others assess their understanding of drinking behaviours, and we spoke to provincial ministers of education from across Canada about how to engage with youth about cannabis use.

What our stakeholders say

CCSA's role as a convenor is crucial — many organizations can synthesize research, but few have the credibility and network to convene leading organizations and thinkers in Canada.

2019 Stakeholder Engagement Survey Report

Connecting with youth to make a difference

Between October 2019
and March 2020,

The
**High Way Home?
website**

was accessed
more than

41,000 times
by nearly

9,000 users

**Improving
Treatment
Together**

14

co-design workshops

with

141

participants

including

3

youth-specific
workshops

involving

25

youth



Collective impact

Convening community partners

It takes a community to achieve real change when it comes to challenging, multifaceted issues such as substance use and the stigma that surrounds it. We initiated a pilot project last year to harness the power of collective impact in a community, bringing together partners from a variety of sectors to develop a long-term plan for coordinated and community-led action on substance use-related stigma. The actions identified through the pilot will inform approaches and strategies to deal with stigma and inspire similar community impact initiatives across Canada going forward.

Informing practice for better outcomes

Based on the [Brain Story](#) knowledge mobilization framework developed by the Alberta Family Wellness Initiative, our ongoing Brain Builders Lab initiative continued to equip professionals from multiple sectors with a deeper understanding of how adverse childhood experiences and substance use intersect. We've built a nationwide community of practice, and professionals in sectors from healthcare to education and family services are incorporating evidence on adverse childhood experiences or Brain Story science into their work. Lab participants are also launching and incubating initiatives to build workforce capacity, update materials and services, educate communities and professionals, and raise public awareness in this area. Last year, one group produced a video showing how Brain Story principles have improved health care for people with lived and living experience in Newfoundland and Labrador.

What our stakeholders say

CCSA can leverage its relationships in different areas of government, with non-governmental organizations, and with the private sector to identify knowledge gaps and strengthen the connections between those who could benefit from shared knowledge.

2019 Stakeholder Engagement Survey Report

Collaboration from coast to coast to coast

60

Brain Builders

spearheading

8

CCSA-supported
**community
initiatives**

to embed

**Brain Story
science and principles**

into multi-sector
community actions

54

**collective
impact
stakeholders**

in

**10
sectors**

COVID-19

A stylized graphic on the left side of the page, consisting of several light purple, rounded rectangular shapes of varying sizes and orientations, some overlapping, creating a sense of movement or hands reaching out.

Collecting international tools

As the year drew to a close, Canada faced a new challenge: the global COVID-19 pandemic. To better understand the impact of COVID-19 and physical distancing measures on substance use, we carried out public opinion polls and surveys, including a national survey on substance use during the pandemic. We also reached out to expert partners around the world to gather best practices and evidence-based tools to support Canadians through the crisis in a timely way.

Informing Canada's pandemic response

At the end of 2019–2020 and into the beginning of the new fiscal year, we made the resources and tools we gathered publicly available through an online hub and issued evidence and policy briefs on COVID-19 and substance use. Subjects included the risks and benefits of keeping alcohol retail stores open, the impact of cannabis vaping and smoking on COVID-19, how best to support vulnerable populations and more. We will continue to consult with experts, provincial and territorial authorities, our LLEAFF groups and other stakeholders to collect and synthesize timely information on what is happening on the ground, lessons learned and other important insights about substance use during the pandemic.

What our stakeholders say

CCSA can serve as a “north star” for resource information and act as a knowledge hub that either contains or directs stakeholders to information on specific issues.

2019 Stakeholder Engagement Survey Report

COVID-19 resources on demand

Resources
from
more than
60
organizations
around the world

5 **topic areas:**

- Alcohol
- Harm reduction
- Homeless and marginalized populations
- Opioids
- Treatment services and recovery

4 **types of**
resources

- Academic publications
- Federal and provincial/territorial policies and guides
- Professional policies and guides
- Resource collections

7 **audiences:**

- People in pain
- People seeking services
- People who use drugs
- Policy makers
- Members of the public
- Researchers
- Service providers

Report of the Independent Auditor on Summary Financial Statements

To the Directors of Canadian Centre on Substance Use and Addiction

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2020, the summary statements of operations, changes in net assets and cash flows for the year then ended, are derived from the audited financial statements of the Canadian Centre on Substance Use and Addiction for the year ended March 31, 2020.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the Canadian accounting standards for not-for-profit organizations.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by the Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statement and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 30, 2020.

Responsibilities of Management and Those Charged with Governance for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with the Canadian accounting standards for not-for-profit organizations.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Audited Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

Raymond Chabot Grant Thornton S.E. N.C. R. L.

Chartered Professional Accountants,
Licensed Public Accountants
Ottawa, Canada
June 30, 2020

Salary Disclosure

As of March 31, 2020, CCSA had 71 full-time employees. See the auditor's report for their salary and benefits. The directors on CCSA's board are volunteers and do not receive any remuneration.

Salary Ranges	Minimum \$	Maximum \$
Level 1	Available on Privy Council website	
Level 2	93,440	165,308
Management	93,440	150,370
Professionals	67,680	128,480
Specialists and Technicians	50,320	79,200
Administrative Support	44,320	60,940

Summary Annual Financial Statements

Summary Statement of Financial Position

As of March 31, 2020

Assets	2020	2019
	\$	\$
Cash	2,978,356	1,409,997
Trade and other receivables	473,222	419,863
Contributions receivable	–	585,000
Prepaid expenses	81,462	177,458
Investments	2,271,599	2,292,127
Capital assets	205,775	255,830
	6,010,414	5,140,275
Liabilities		
Trade payables and other payables	1,215,023	829,466
Deferred revenues from contributions and external contracts	2,536,820	1,952,154
	3,751,843	2,781,620
Net Assets		
Invested in capital assets	205,775	255,830
Internally restricted for contingencies	901,165	901,165
Internally restricted for future projects	788,219	788,219
Unrestricted	363,412	413,441
	2,258,571	2,358,655
	6,010,414	5,140,275

Summary Statement of Operations and Changes in Net Assets

Year ended March 31, 2020

Revenues	2020	2019
	\$	\$
Health Canada primary funding contributions	9,276,612	8,965,997
External contracts	902,772	728,307
Other contributions	1,434,197	259,153
Conference	574,438	–
Other income	21,731	13,240
Net investment income	(11,757)	103,748
	12,197,993	10,070,445
Expenses		
Salaries and employee benefits	6,705,559	5,775,021
Contractor fees	2,693,027	1,452,000
Equipment maintenance and repairs	27,934	51,363
Honorariums	103,035	68,583
Rent	361,797	352,991
Equipment rental	24,109	21,102
Insurance	16,142	14,101
Travel	1,426,822	1,225,977
Research expenses	20,851	4,867
Printing	104,989	164,610
Advertising	78,630	58,849
Office supplies and expenses	264,914	377,406
Telecommunications	151,692	112,035
Membership fees	26,657	17,853
Professional fees	34,779	57,614
Recruitment	87,675	83,525
Amortization of tangible capital assets	146,310	142,890
Amortization of intangible capital assets	23,166	49,028
Gain on disposal of tangible capital asset	(11)	–
	12,298,077	10,029,815
Excess (deficiency) of revenues over expenses	(100,084)	40,630
Net assets, beginning balance	2,358,655	2,318,025
Net assets, end of year	2,258,571	2,358,655

Summary Statement of Cash Flows

Year ended March 31, 2020

Cash flows provided by (used in)	2020	2019
	\$	\$
Operating activities	1,725,692	469,828
Investing activities	(157,333)	(111,604)
Net increase in cash	1,568,359	358,224
Cash and cash equivalents, beginning of year	1,409,997	1,051,773
Cash and cash equivalents, end of year	2,978,356	1,409,997

As we move forward,
we will continue to listen,
to understand and to
inform change.

Our Leadership

as of June 1, 2020

Senior Leadership Team

Rita Notarandrea

Chief Executive Officer

Rhowena Martin

Vice-President, Operations and Strategies

Vacant

Vice-President, Strategic Partnerships
and Priorities

Amy Porath

Director, Research

Rebecca Jesseman

Director, Policy

Bob Bissonnette

Director, Finance (interim)

Darlene Pinto

Director, Human Resources

Scott Hannant

Director, Public Affairs
and Communications

Ahmer Gulzar

Director, Information Systems
and Web Services

Board of Directors

CCSA is governed by a Board of Directors consisting of a Chairperson and 12 directors whose backgrounds and experience assist CCSA in the fulfillment of its purpose. The Chairperson and up to four other directors are appointed by the Governor in Council on the recommendation of the Minister of Health. Other directors, known as Members-at-Large, are recruited from a number of sectors, including the business community, labour groups, and professional and voluntary organizations. These organizations also have a particular interest in alcohol and drug use that the Board considers appropriate. CCSA attempts to achieve national representation through its Board of Directors.

Board of Directors

Governor in Council Appointees

Vaughan Dowie (Ontario)
Chair; Member of the Executive Committee and the Performance Management Committee
CEO, Pine River Institute

Curtis Clarke (Alberta)
Member of the Audit Committee
Deputy Minister of Education, Government of Alberta

Christopher Cull (Ontario)
Member of the Nominations and Governance Committee
Director, Producer, Founder of Inspire by Example

Renu Kapoor (Saskatchewan)
Member of the Nominations and Governance Committee
Social Work Consultant and Community Leader

Anne Elizabeth Lapointe (Quebec)
Member of the Audit Committee
Executive Director, Addiction Prevention Centre and la Maison Jean Lapointe

Members-at-Large

Gary Bass (British Columbia)
Member of the Finance Committee
Retired RCMP Officer

Lesley Carberry (Yukon)
Member of the Executive Committee, and Chair, Audit Committee
Secretary-Treasurer, Teegatha'Oh Zheh Society Parent Member, FASD 10-Year Strategic Planning Group

Linda Dabros (Ontario)
Vice Chair; Member of the Executive Committee and the Performance Management Committee, and Chair, Nominations and Governance Committee
Former Director General, Canadian Human Rights Commission

Deborah Dumoulin (Quebec)
Treasurer; Member of the Executive Committee and Chair, Finance Committee
Financial Management Consultant

Daniel Hogan (Ontario)
Member of the Audit Committee
Substance Abuse Violence Prevention Coordinator, Safe Schools Department of Durham District School Board

Audrey McFarlane (Alberta)
Board Secretary; Member of the Executive Committee, the Performance Management Committee, and the Nominations and Governance Committee
Executive Director, Lakeland Centre for FASD

Julie Menten (British Columbia)
Member of the Finance Committee
Senior Associate, Roper Greyell LLP

Donald Nicholls
(Quebec and Cree Nation)
Member of the Finance Committee
Director of Justice and Correctional Services, Cree Nation Government

Ex-Officio Members

Rob Stewart
Deputy Minister, Public Safety Canada

Dr. Stephen Lucas
Deputy Minister, Health Canada

Rita Notarandrea
Chief Executive Officer,
Canadian Centre on Substance
Use and Addiction

Alumni Members

Beverley Clarke, Chair (Newfoundland)

Normand (Rusty) Beauchesne (Ontario)

Leonard Blumenthal (Alberta)

Dr. Jean-François Boivin (Quebec)

William Deeks (Ontario)

Mike DeGagné (Ontario)

Dr. Nady el-Guebaly (Alberta)

Jean Fournier (Ontario)

Pamela Fralick (Ontario)

Heather Hodgson Schleich (Ontario)

Frances Jackson Dover (Alberta)

Dr. Harold Kalant (Ontario)

Barry V. King (Ontario)

Dr. Anne M. Lavack (British Columbia)

Jacques LeCavalier (Quebec)

Leanne Lewis (Ontario)

Dr. A.J. (Bert) Liston (Ontario)

Dr. Christine Loock (British Columbia)

Barry MacKillop (Ontario)

Mark Maloney (Ontario)

Marnie Marley (British Columbia)

Dr. Louise Nadeau (Quebec)

Michel Perron (Ontario)

Dr. Darryl Plecas (British Columbia)

Meredith Porter (Ontario)

Michael Prospero (Ontario)

Rémi Quirion (Quebec)

Pierre Sangollo (Quebec)

Jan Skirrow (British Columbia)

Dr. Sherry H. Stewart (Nova Scotia)

Margaret Thom (Northwest Territories)

Paula Tyler (Alberta)



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